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UNIVERSITY OF NORTH CAROLINA

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OFFICE OF THE PROVOST

October 30, 1975

Mr. William E. Colby, Director  
Central Intelligence Agency  
McLean, Virginia 22101

Dear Mr. Colby:

I write to thank you and your staff for a most informative visit on the occasion of the 23-24 October Conference on Minority Employment.

I was tremendously impressed with the facilities, personnel, and levels of expertise assembled to carry out the mission of the Agency. Your assigned responsibility to collect, digest, collate, and interpret the intelligence information needed by the senior policy officers of our government is an awesome one indeed. I, like many others in this country, am greatly concerned about the Agency's modus operandi. A great many Americans, as well as the news media, are hoping and demanding that the Agency will fulfill its mission by the use of methods less repugnant than assassinations, murders, burglaries and opening citizens' mail. I concur in that hope and demand but, in all fairness, I must admit I now have a better insight as to what is involved in the Agency's efforts to ascertain an understanding and assessment of the events that produce the problems, that call for decisions that ultimately lead to policy statements and official positions.

It is my feeling that CIA should be less concerned with selling jobs and more concerned with selling itself as a place of employment. I received the impression that CIA has some misgiving about using public relations as a means of counteracting its negative image. I do not know the reasons for your apprehension but am willing to concede such reasons may be valid from your point of view. However, I can point out that CIA is essentially a human organization and no human organization should appear to be a closed system and inviolable; especially when that organization has been accused of perpetrating activities of the nature that would raise the righteous indignation of most people. CIA should not be content to give or leave the impression that the national defense/security of this nation is an end justifying any and all means necessary for its attainment. The relationship between CIA and the broad social environment is, in my opinion, just as important as the relationship between CIA and the recipients of your intelligence data. The public should be convinced that its trust and privacy will not be sacrificed to satisfy efforts to obtain intelligence data. There are numerous methods by which CIA might present a more favorable image to the public and I am sure your fine staff is capable of discovering them.

More specifically to the purpose of the Conference. Inviting individuals

from universities who are basically in recruitment and placement is a good thing from one point of view. However, to increase minority representation in the Agency, I cannot think of any compelling reason why you should not invite selected faculty to visit your facilities. These faculty persons have the training, research interest and contact necessary to evaluate and refer to you the type person you seek to recruit. Moreover, these faculty persons would be better able to relate to the technology, rigor and academic resources that the Agency has; they are more likely to know the bright minority students who could participate in a specially designed internship program; they would be more likely to maintain the continuity involved in what they experience at the Agency with their students and colleagues. I am convinced, as a result of my short visit with you, that something more than a basic liberal arts baccalaureate degree will be needed in a great many of your positions. For that reason, an internship program based on Agency contacts with faculty should be seriously considered as a replacement for and/or addition to your current effort in that area. The long and short of it is that you need to take more affirmative steps to develop your own personnel resource pool.

Let me say again how much I enjoyed my visit with you. If you decide to go the same route again, I should be happy to receive an invitation.

Sincerely yours,

*Carl W. Smith*

Carl W. Smith  
Assistant to the Provost

CWS/dwp

cc:

Coordinator for Academic Relations

STAT

MEMORANDUM FOR:

*[Signature]* EMP/P' WL/HR

An interesting letter from one of the participants  
in the Minority Employment conference.

also was sent a copy. Do you want a  
draft response from him for your signature?

*yes - but short,*

Date 3 November 1975

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